

COMMUNITY AND MUNICIPAL GOVERNANCE INITIATIVE (CAMI) IN THE KYRGYZ REPUBLIC

Second Quarterly Performance Report

Year 2: January 1, 2018 – March 31, 2018

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ACRONYMS AND ABBREVIATIONS

AA	Ayil Aimak
AK	Ayil Kenesh
AO	Ayil Okmotu
AWU	Association of Water Users
AMEP	Activity Monitoring & Evaluation Plan
CAMI	Community and Municipal Governance Initiative (CAMI) in the Kyrgyz Republic
CDCS	Country Development Cooperation Strategy
CGP	Collaborative Governance Program (USAID)
CSOs	Civil Society Organizations
DPI	Development Policy Institute
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IRI	International Republican Institute
KOICA	Korea International Cooperation Agency
LSG	Local Self-Government
LSGPAT	LSG Performance Assessment Tool
M&E	Monitoring & Evaluation
MIS	Management Information System
MPP	Municipal-Private Partnership
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
PSI	Public Service Improvement Project
SALSGIR	State Agency of LSG and Inter-Ethnic Relations
SDW	Solid domestic waste
SMEs	Small and medium-sized enterprises
SED	Social and economic development
SEDP	Social and economic development program/plan
SUPPL	Scaling up the peer-to-peer learning in public finance at the local self-government level in the Kyrgyz Republic project (World Bank)
STS	State Tax Service
TAMIS	Technical and Administrative Management Information System
USAID	United States Agency for International Development
VAP	Strengthening Voice and Accountability of Citizens' Participation and Oversight of Budget Processes Project in the Kyrgyz Republic (Swiss Agency for Development and Cooperation)
VIS	Visible Improvement Strategy

I. EXECUTIVE SUMMARY

This is the second quarterly performance report of Year 2 for the Community and Municipal Governance Initiative in the Kyrgyz Republic (CAMI). The following is a summary of significant project highlights that were realized in the January 1, 2018 – March 31, 2018 work period:

- In this quarter, CAMI conducted a **record** number of **96** events across all three Components and involved **4,628** participants in the project events;
- CAMI finalized Visible Improvement Strategies (VIS) for **8** LSGs of Round II;
- Organized **50** public hearings on local services, budget execution, and development of citizen charters that engaged **3,252** participants;
- Trained **45** people on developing communications strategies in **10** LSGs to improve citizen – LSG interaction;
- Engaged **946** citizens in discussing adoption of updated citizen charters in **14** LSGs, thus contributing to a new culture of transparent citizen engagement in policymaking;
- Encouraged experience exchange between pilot municipalities through **four** study tours on mobile feedback mechanism via WhatsApp;
- Developed Financial Sustainability Plan for 2018-2020 for the Union of LSGs, which was approved by the Union’s Board members;
- Succeeded in engaging important stakeholders from the President’s Administration and Prime Minister’s Office in regional development activities;
- Organized the Forum of Aimaks that brought together **134** representatives from state and municipal governments from all **seven** regions across the country to discuss strategies to enhance regional development;
- USAID Mission Director Kimberly Rosen visited CAMI sites in Issyk-Kul region, northern Kyrgyzstan;
- News stories on mobile feedback mechanism and Forum of Aimaks were broadcast on the highest-rated national TV channels KTRK and EITR, contributing to improved visibility of the project and USAID’s assistance in the Kyrgyz Republic.

II. PROJECT DESCRIPTION

CAMI is a five-year USAID-funded project that supports the Government of the Kyrgyz Republic to strengthen the vital relationship between local governing bodies and the public they serve. CAMI will work with up to 50 municipal governments over the life of the project to help them more effectively respond to citizens' needs and deliver services, thereby strengthening trust in government institutions and fortifying the Kyrgyz Republic's recent democratic gains.

The project focuses on service delivery improvements that are highly visible to the public with immediate positive impacts—such as solid waste management, water, lighting, transportation, and local economic development—while concurrently building the capacity of partner local self-governments across all service areas for which they are responsible. The activity encourages peer learning, and bolsters existing mechanisms for local self-governments to engage in national dialogue to improve municipal service delivery in the Kyrgyz Republic.

CAMI aims to improve the performance of partner LSGs in the Kyrgyz Republic by reducing the gap between LSG effectiveness and perceived citizen expectations on service delivery.

In Year 2, the project is working on the following activities:

- Strengthening the legitimacy and effectiveness of 32 target LSGs in Jalalabad, Osh, Issyk-Kul, and Naryn regions and improving their partnerships with relevant stakeholders with the aim to reduce the effectiveness-legitimacy gap;
- Expanding impact throughout selected clusters of LSGs in Jalalabad, Osh, Naryn, and Issyk-Kul regions by developing synergies and extending the project's successes through networking and replication among target LSGs;
- Improving the LSGs' ability to deliver more accessible and effective services;
- Increasing citizen engagement through employing effective public outreach strategies;
- Improving dialogue between LSGs and citizens;
- Improving operational and financial management of target LSGs;
- Helping to improve budget procedures and transparency with active citizen engagement;
- Selecting 18 Round III LSGs;
- Conducting a baseline effectiveness evaluation for 18 Round III LSGs;
- Conducting a baseline legitimacy survey for 18 Round III LSGs.

The project is organized under three outcomes:

- **Outcome 1: Increasing Local Self-Government Effectiveness**, as defined by improved competency, capacity, and solutions to perform devolved functions and services, within a community's resource constraints.
- **Outcome 2: Increasing Local Self-Government Legitimacy**, as defined by improved community engagement, responsiveness, and accountability in the implementation of devolved functions and services, incrementally and sustainably.
- **Outcome 3: Furthering and Sustaining Indigenous Kyrgyz Local Self-Government Support Capabilities** that are competent and able to provide on-going assistance to

communities and their leadership.

In addition to these three outcomes, the project will engage cross-cutting themes to include women, youth, and minorities in project activities and decision-making to enhance the overall results.

III. ACTIVITY IMPLEMENTATION PROGRESS

During Q2, the CAMI team made strong progress in completing key tasks.

	Task	Estimated	Status
A. Project Launch Activities			
LSG Site and Service Selection—Identification of Second Group of Target LSGs			
A4.1	Apply selection filters; refine top +/- 22 LSGs included as Round III shortlist	Q2, 2018	completed in Q2, Y2
A4.2	Obtain USAID concurrence on shortlisted LSGs (Round III)	Q2, 2018	completed in Q2, Y2
Outcome 1: Increasing LSG Effectiveness			
1.1 Increasing Staff Competency and Capacity			
1.1.1 b	Assist LSG to complete a visible improvement strategy		
	Conduct technical analysis of the service gaps	Q2, 2018	completed in Q2, Y2
	Analyze different models for service delivery	Q2, 2018	completed in Q2, Y2
	Present the analysis findings at a public hearing	Q2, 2018	completed in Q2, Y2
	Present the draft VIS to local council for its review and approval	Q2, 2018	In progress
1.1.2 a	Build core capacities for visible service performance		
	Conduct 2 cluster trainings on VIS development in the regions (Round II)	Q2, 2018	completed in Q2, Y2
	Conduct 4 cluster trainings on tenders and contracting (Round I and Round II)	Activity for Q1, 2018 shifted to Q2, 2018	completed in Q2, Y2
	Conduct 2 cluster trainings on the Budget Code, planning oversight, and tax administration (Round I)	Q2, 2018	completed in Q2, Y2
	Conduct 2 cluster trainings on investment attraction and PPP (Round I)	Q2, 2018	completed in Q2, Y2
	Conduct 2 cluster trainings on management of drinking water service delivery (Round I)	Q2, 2018	completed in Q2, Y2
	Conduct 2 cluster trainings on management of municipal enterprise (Round I)	Q2, 2018	completed in Q2, Y2
	Conduct 2 cluster trainings on asset management (Round I)	Q2, 2018	completed in Q2, Y2
1.1.2 b	Roaming technical specialists assist LSGs in planning, budgeting, service management, and oversight related to selected service		
	Develop the Regulation on Working Commissions and approve by AK decision (Round II)	Q2, 2018	completed in Q2, Y2
	Develop tariffs for services and approve by AK decision (Round I)	Q1 – Q2, 2018	completed in Q2, Y2
	Develop the Regulation on M&E and approve by AK decision (Round I)	Q2, 2018	completed in Q2, Y2

	Develop the Regulation on procedures of tenders (including sample agreements) and approve by decision of AK (Round I)	Q2, 2018	In progress
	Develop the Report on execution of the budget for 2017 (Round I)	Q2, 2018	completed in Q2, Y2
	Update the existing investment plans (Round I)	Q2, 2018	In progress
	Elaborate business plans on development of water supply management and approve by Head of AO decision (Round I)	Q2, 2018	In progress
	Develop business plans on sustainability of municipal enterprise and approve by Head of AO decision	Q2, 2018	In progress
1.3 Advanced Financially Sustainable, Local Solutions			
1.3.1 Maximize Own Source Revenue			
	Provide coaching on Property Tax Revenue	Q2, 2018	completed in Q2, Y2
	Provide coaching on Budget Efficiency	Q2, 2018	completed in Q2, Y2
1.3.2 LSG Investment Strategy		Q2 - April 2018	
	Develop the Investment Strategy in the 16 Round I LSGs	Q2 - April 2018	In progress
Outcome 2: Increasing LSG Legitimacy			
2.1 Strengthening Stakeholders' Engagement in LSG Planning and Execution			
2.1.1 a Institutionalize stakeholder engagement in development of visible improvement strategy			
	Arrange public dialogues on the issue related to the VIS	Q2, 2018	completed in Q2, Y2
2.1.1 b Institutionalize stakeholder engagement in planning, resourcing, service managing, and oversight			
	Engage citizens, CSOs, minorities, vulnerable groups, women, and youth in Working Commissions	Q2, 2018	completed in Q2, Y2
	Create M&E groups and approve by decision of Head of AO (Round I)	Q2, 2018	completed in Q2, Y2
	Conduct public hearings with involvement of citizens, CSO, minorities, vulnerable groups, women, and youth	Q2, 2018	completed in Q2, Y2
2.1.1 c Assist LSGs to update citizen charters to insert decisions concerning public service delivery			
	Conduct village meetings to CSOs on discussion of citizen charters	Q2-Q3, 2018	completed in Q2, Y2
2.1.2a Support to AK on conducting public hearings engaging women and minorities			
	Conduct training on organizing public hearings on budget	Q2, 2018	completed in Q2, Y2
	Conduct training on Budget Code, planning oversight, and tax administration for AK deputies	Q2, 2018	completed in Q2, Y2
	Develop the Code of Ethics for AK deputies and approve by AK decision	Q2-Q3, 2018	Activity transferred to the next quarter per USAID approval
2.1.2.b Conduct trainings on combating and preventing corruption with LSGs and representatives of Working Commissions			
	Conduct training on combating and preventing corruption	Q2-Q3, 2018	In progress
2.1.3 Support for citizen monitoring; launch SMS citizen feedback mechanism			
	Develop the Rules of Mobile feedback mechanism and approve by decision of the Head of AO	Q2, 2018	In progress
	Conduct training on Mobile feedback mechanism		completed in Q2, Y2
	Conduct information campaign to promote the Mobile feedback mechanism	Q2-Q3, 2018	in progress

2.2 Reconciling Community Expectations with LSG Resources			
2.2.2	Strengthen LSG public outreach, "proactive disclosure" of information, and partnerships with CSOs to help shrink community expectation gap		
	Analyze the LSG capacity and resources in public outreach	Activity for Q 1, 2018 shifted to Q2, 2018	completed in Q2, Y2
	Conduct training on public outreach tools	Q1-Q2, 2018	completed in Q2, Y2
	Develop the Communication Strategy and approve by Head of AO decision	Q2-Q3, 2018	in progress
Outcome 3: Furthering Indigenous Kyrgyzstani LSG Support Capabilities			
3.1 Collaborating with Multiple Stakeholders			
3.1.1 Improve coordination through CAMI-supported mechanisms			
	Conduct 2 meetings of the Coordination Council of CAMI		completed in Q2, Y2
Output 3.2 Promoting New and Existing Products, Services, and Practices			
3.2.1	Introduce new and expanded usage of existing products, services, and practices		
	Publish best practices in "Municipalitet" magazine		completed in Q2, Y2
	Conduct 2 discussions with key national and local partners / stakeholders, CSOs and citizens		completed in Q2, Y2
3.3 Ensuring a Post-Activity Mechanism for LSG Assistance and Support			
3.3.2	Option 2- Competition. Model for the post-activity mechanism selected and launched		
	Launch the model of the Post-Activity Mechanism with stakeholders	Q1-Q2, 2018	completed in Q2, Y2
	Conduct regular meetings of the Post-Activity Mechanism		completed in Q2, Y2
3.4 Advancing Readily Achievable Reforms of the Government of the Kyrgyz Republic to Improve LSG's Effectiveness			
3.4.2	Support to LSG strengthening reforms via forums		
	Conduct 4 discussions, including one in PEA format with key national and local partners / stakeholders		Activity transferred to the next quarter per USAID approval
	Conduct 2 Regional Forums on LSG reforms		completed in Q2, Y2
Contractual Project Deliverables			
	Y2 Q2 Quarterly report (January-March 2018)	30-Apr-18	

A4.1 Apply selection filters; refine top 20 LSGs included as Round III shortlist

In Round I and Round II CAMI selected 32 municipalities from Issyk-Kul, Jalalabad, Naryn and Osh regions. In Round III, CAMI will add 18 municipalities to reach a total of 50 municipalities.

For the remaining 18 municipalities, CAMI proposed to select a mix of urban and rural settlements which should be an advantage for tool-building, comparison and dissemination of the complete urban-rural models and cluster scenarios. Round III sites will include three urban LSGs (Karakol, Naryn, and Nookat) and fifteen rural LSGs (seven in Aravan raion of Osh region and eight in Naryn raion of Naryn

region). Karakol and Naryn are both “oblast-status cities,” meaning they have increased responsibilities and different mechanisms than other cities or more rural municipalities. In the next quarter, CAMI will develop a separate LSGPAT for oblast-status cities that captures these differences. Both Karakol and Naryn are listed in the twenty most promising areas of economic growth under the President Jeenbekov’s Program on Regional Development of the Kyrgyz Republic. The three cities (Karakol, Naryn, and Nookat) will be included in the following clusters:

- Karakol city will be added to the existing cluster of eleven LSGs around the Ak-Suu and Jeti-Oguz raions in Issyk-Kul region;
- Naryn city, near the existing cluster of five LSGs in Kochkor raion and eight newly proposed LSGs in Naryn raion (in Round III), will be added to the Naryn cluster.¹

Nookat city will be added to the existing Nookat cluster of eight LSGs (selected in Round II).

Taking into consideration USAID’s recommendation to collaborate with the USAID Youth Activity, CAMI proposed to add seven rural municipalities in Aravan raion and eight rural municipalities in Naryn raion, for a total of 15 LSGs. Additionally, the chosen Round III LSGs offer the most efficient utilization of resources for travel, operations, and logistics, thereby providing best value for the client.

In sum, the chosen approach for Round III will allow CAMI to strengthen current and future clusters, offering a good urban-rural mix for analytical comparisons and the use of different models, optimizing the necessary human and financial resources related to the travelling, operational and logistical support.

Similar to previous rounds of site selection, CAMI applied the following five filters:

1. Clustering: at least five LSGs are within a 45-minute drive of a central transportation hub.
2. Presence of other donors: No presence of PSI and VAP projects.
3. Population: The LSGs are to have populations of between 2,000 and 40,000.
4. Own-source revenue: The cluster contains at least four LSGs with own-source revenue greater than 20% but lower than 100% of their budget.
5. Poverty: The cluster contains at least one *raion* with a poverty rate over 28%.

Applying these filters, CAMI shortlisted 20 LSGs – 17 rural LSGs and three urban LSGs.

Table 1: 20 LSGs of Round III Shortlist

	Region	AO/city	Raion	Cluster
Rural LSGs				
1	Osh	Allya Anarov	Aravan	Aravan
2	Osh	S. Yusupov	Aravan	Aravan
3	Osh	Kerme-Too	Aravan	Aravan
4	Osh	Tepe-Korgon	Aravan	Aravan
5	Osh	Nurabad	Aravan	Aravan

¹ The current Mayor of Naryn and the Board Chairman of the Union of LSGs is interested in the CAMI project. He could be an influential promoter of the USAID activities.

6	Osh	Tyor-Moyun	Aravan	Aravan
7	Osh	Chek-Abad	Aravan	Aravan
8	Naryn	Ak-Kuduk	Naryn	Naryn
9	Naryn	Debelyu	Naryn	Naryn
10	Naryn	Jan-Bulak	Naryn	Naryn
11	Naryn	Jergetal	Naryn	Naryn
12	Naryn	Emgekchil	Naryn	Naryn
13	Naryn	Min-Bulak	Naryn	Naryn
14	Naryn	On-Archa	Naryn	Naryn
15	Naryn	Ortok	Naryn	Naryn
16	Naryn	Chet-Nura	Naryn	Naryn
17	Naryn	Emgek-Talaa	Naryn	Naryn

Urban LSGs

18	Issyk-Kul	Karakol city	Karakol Oblast City	Issyk-Kul
19	Naryn	Naryn city	Naryn Oblast City	Naryn
20	Osh	Nookat city	Nookat	Nookat

A4.2 Obtain USAID concurrence on shortlisted LSGs (Round III)

CAMI discussed the shortlist of 20 LSGs with USAID during several weekly meetings. On March 22, 2018, USAID provided concurrence on the shortlisted LSGs for Round III Site Selection. CAMI prepared official letters to shortlisted LSGs. Round III Site Selection will be finalized in the next quarter.

OUTCOME 1: INCREASING LSG EFFECTIVENESS

During this quarter, CAMI facilitated the finalization of VIS in Round II LSGs, and organizing public hearings to present VIS to the citizens and the AK. CAMI organized a number of trainings on critical topics such as tax administration, state procurement, management of drinking water, municipal-private partnerships.

1.1. Increasing Staff Competency and Capacity

1.1.1 b Assist LSGs to complete their Visible Improvement Strategy

Conduct technical analysis of the service gaps

Technical analysis of the service gaps launches the VIS elaboration process. The VIS is designed to improve the decision-making process of LSGs service delivery and does not extend to infrastructure-related and production/construction activities. The VIS methodology is centered around a sequential list of LSG actions that lead to the creation of a sustainable system of high-quality services delivered at

the local level. The VIS provides an opportunity for LSGs to develop a participatory action plan, which enables them to efficiently organize the service delivery process in municipalities.

The trainings conducted for Round II LSGs demonstrated that currently the organization of services—such as access to drinking water, solid waste removal, opening of extracurricular activities and sports sections—are not well-organized. The reason for inefficient management, according to the participants of the trainings, was lack of knowledge on how to develop a strategy for the organization of services that is based on the needs or priorities of the local community.

Analyze different models for service delivery

During the training on VIS development and in the process of further coaching, CAMI assisted the LSGs to analyze different models for service delivery: in-house service, outsourcing by tender to the private sector, or shared service with other LSGs. Each model has its own features and considers specific legislative acts. Through training and coaching CAMI enabled the LSGs to select the most suitable model for service delivery.

Present the analysis findings at a public hearing

During this quarter, CAMI organized public hearings on VIS in all 16 Round II LSGs, where AO representatives presented selected priority services, existing shortcomings, and possible models for service delivery to citizens and AK representatives. At these hearings, CAMI also presented the results of the baseline effectiveness and legitimacy scores to the public.

Present the draft VIS to local council for its review and approval

During this quarter, all 16 Round II LSGs made solid progress on VIS development. AO representatives presented draft VIS to the AK at the public hearings. Based on the feedback gathered from citizens and AK, AOs finalized their VIS to receive the approval of the AK deputies. During this quarter, the 8 Round II LSGs in Issyk-Kul and Naryn regions finalized their VIS and received AK approval.

The remaining 8 AOs in Nookat raion finalized their VIS and are awaiting the AK approval. AK sessions in Nookat raion are scheduled for April 2018.

1.1.2a Build core capacities for visible service performance

Conduct two cluster trainings on VIS development in the regions (Round II)

During this quarter, CAMI conducted two cluster trainings on VIS development for Round II LSGs. The trainings equipped the members of the Working Commissions with necessary skills and knowledge to develop the VIS and lead VIS activities in their respective raions. The participants received training materials, including current legal acts on service delivery, Methodology on VIS Development, and other handout materials. A total of 145 people participated in these trainings.

Conduct four cluster trainings on tenders and contracting (Round I and Round II)

During this quarter, CAMI trained over 100 specialists from 32 pilot LSGs (Round I and Round II) on state procurement regulations during four cluster trainings. The trainings engaged procurement specialists and members of tender committees from LSGs. They learned about procurement methods and procedures, planning, review, and selection of offers according to legal requirements. The training helped participants navigate through evolving government procedures, including the introduction of an online platform to ensure transparency and fair practices. This hands-on experience helped procurement specialists, members of tender committees, and other staff see the system in action. The CAMI-hired expert presented the results of these trainings to USAID and provided recommendations on future steps. One of the recommendations was to develop a practical handbook that explains core regulations and provides an algorithm of steps in public procurement. Additionally, the expert recommended to train procurement specialists to work on the online electronic portal.

Conduct two cluster trainings on the Budget Code, planning, oversight and tax administration (Round I)

In February 2018, CAMI and the State Tax Service (STS) conducted joint cluster trainings for LSGs in Jeti-Oguz and Nookat raions on increasing local budget revenues and tax administration. During these trainings, the expert from State Tax Service provided coaching on administration of revenues and expenditures.

Proper tax administration allows municipalities to widen income-making opportunities and increases their efficiency in addressing citizens' needs by providing adequate services. It allows them to be less dependent on the national budget and be more mobile in solving local problems. Proper tax administration contributes to maximizing LSGs' own source revenue and increasing local budget in the long-term. Participants received theoretical knowledge and reviewed practical cases. The trainings helped participants to:

- Study tax policy at the local level and distinguish their rights and authorities on tax policy development;
- Obtain information on Tax Code, including Regulation 52-1, related to legislative base of delegation of the functions of tax administration;
- Conduct raid tax control and form administrative commission on tax violations;
- Identify and calculate additional sources of tax base;
- Receive updated information from the STS representative;
- Learn about additional opportunities in transferring the functions of tax administration.



Representatives of municipalities in Osh region practicing tax calculation at the training on tax administration.

“I feel like I lack much experience in this work and this training helped me improve my knowledge of tax calculation, tax control and Tax Code. For instance, I did not know that by amended 202 Resolution of the Tax Code the municipality can prolong the patent instead of re-issuing a new patent every month. I appreciate the project for providing hard-copy informational materials on the topic, so I can refer to them at my workplace.”

– Ms. Janara Abdybasova, Head of the Department of Incomes in On Eki Belle AO

Conduct two cluster trainings on investment attraction and PPP (Round I)

In March 2018, CAMI organized a Training of Trainers (ToT) on municipal asset management and municipal-private partnership for the VIS experts and field officers.

During the quarter, CAMI held two cluster trainings on municipal-private partnership (MPP)² for 49 participants. This activity is particularly important because MPP is a relatively new topic in the Kyrgyz Republic. The expert community and wider public do not have a generally accepted definition for MPP and there is no common understanding of what type of cooperation between the business community and public authorities can be identified as a *municipal-public partnership*. MPPs can be successful in the transportation sector, social sector (healthcare, education, recreation, and tourism), and housing and utilities sector (water supply, solid wastes removal). The CAMI trainings educated Round I LSGs about the MPP practices, leveraging of resources, and identifying possible MPPs.

During the last quarter, two CAMI pilots from Issyk-Kul region that launched priority services by applying the MPP model presented their experience at the best practices roundtable. In this quarter, EXPERT Analytical Business Journal³ featured a four-page article on the Jeti-Oguz experience of employing an MPP to launch a sports service for local citizens.

Conduct two cluster trainings on management of drinking water service delivery (Round I)

CAMI conducted a training on the development of economically justified tariffs for drinking water supply in Round I pilot municipalities of Jalalabad and Issyk-Kul regions. A total of 52 LSG and Water Association experts from two regions participated in the training that focused on the administrative and legal basis, planning of activities, tariff policy, tariff calculation methodology and engagement of the Rural Public Association of Water Consumers and municipality with water consumers. The training supported LSG institutions in improving their work with water consumers via calculation of justified tariffs and effective engagement.

² Experts use the term municipal-private partnership to distinguish partnership specific to LSGs.

³ EXPERT Analytical Business Journal is one of the few Kyrgyz publications that covers topics of finance, business, and economic development. Circulation is 5,000 copies. The publication is distributed free of charge to Ministries, Government of the Kyrgyz Republic, government officials, and businessmen.

Many rural areas implement lower than adequate tariffs for drinking water supply. This practice depletes the municipal funds needed to cover necessary maintenance and operations of water supply systems. The situation is also worsened by the fact that the tariffs are often not fully collected, because responsible personnel lack experience and knowledge. Thus, the training mainly covered the practical matters of water supply service management. First, the participants used a standardized table to calculate an appropriate water tariff for their LSG. For instance, the participants from Lipenka LSG identified a deficit of 14 KGS between the current tariff and ideal tariff when practicing the cost calculation. Second, participants received template regulations on municipal water use, and standard contracts with households and enterprises for water supply services. These templates will assist LSGs to draft their own regulations and contracts.

Conduct two cluster trainings on management of municipal enterprise (Round I)

Another important topic that CAMI covered during this quarter was improving management of municipal enterprises. CAMI trained 46 people that included AO staff and members of the Working Commissions. Municipal enterprises that were created in pilot LSGs are facing the following challenges:

- absence of financial sustainability;
- tariffs for services have not been determined;
- municipalities do not place any orders for additional services to the enterprises;
- enterprises lack sufficient knowledge of local-level rules and regulations, particularly those that govern the procedure for obtaining subsidies for service provision from the local budget;
- enterprises lack qualified employees.

CAMI addressed these issues during the trainings.

Conduct two cluster trainings on asset management (Round I)

CAMI conducted two cluster trainings on asset management for Round I LSGs in Jalalabad and Issyk-Kul regions. A total of 49 people participated in these trainings. Previously, LSGs focused on getting additional revenues from all possible sources; they often transferred their assets to business structures. LSGs tried either to lease or sell the assets. The main goal was to increase the revenue part of the local budget. For instance, LSGs often preferred to sell the buildings of kindergartens. Later citizens criticized LSGs for lack of kindergartens as the service was limited or not provided at all. The situation is worsened by the fact that LSGs do not have comprehensive inventory lists of their assets with detailed and reliable information. This deficiency makes it difficult to identify legal proprietors of certain facilities, obtain information about their specifications, and ensure that facilities are maintained properly and used for intended purposes. As LSGs lose control over their assets, their available resources become limited. Today, LSGs are becoming service-oriented. Instead of leasing or selling the assets, LSGs are moving towards better management of service delivery. CAMI has contributed to this process by demonstrating alternative ways of asset management, which had a positive effect on service delivery.

During the training CAMI experts demonstrated how to fill out and maintain inventory list/registry of municipal assets using the Standard Municipal Assets Registry approved by the Government of the Kyrgyz Republic, and introduced participants to the laws and regulations on municipal assets management procedures.

1.1.2 b Roaming technical specialists assist LSGs in planning, budgeting, service management, and oversight related to selected service

During the quarter, CAMI supported Round I LSGs in implementation of their developed VIS and in budgeting, service management, and oversight related to selected priority services. Moreover, CAMI consultants assisted LSGs in establishing the selected service standards, service cost calculation, and facilitating discussions on tariffs for services with the local communities.

Develop the Regulation on Working Commissions and approve by AK decision (Round II)

CAMI developed the Regulation on Working Commissions in Round II LSGs during this quarter. AKs in partner LSGs approved the Regulation during this quarter.

Develop tariffs for services and approve by AK decision (Round I)

Tariff development and approval is one of the steps of VIS elaboration. To date, the following Round I LSGs have approved their tariffs for selected priority services with Aiyl Kenesh:

- Teploklyuchenka;
- Darkhan;
- Jeti-Oguz;
- Lipenka;
- Orgochor;
- Mogol.

Develop the Regulation on M&E and approve by AK decision (Round I)

In the previous quarter, CAMI conducted trainings for joint M&E groups in Round I that are responsible for monitoring the quality of local services, provided within the territory of aiyl aimak. During this quarter, CAMI developed a Regulation that outlines the membership/composition of and the working procedure for the Joint Monitoring and Evaluation Group.

This practice was described in the January 2018 edition of “Municipalitet” journal.

Develop the Regulation on procedures of tenders (including sample agreements) and approve by AK decision (Round I)

During this quarter, CAMI organized 96 events across all three project components. The large number of activities, including cluster trainings, the USAID Mission Director’s visit to CAMI sites in Issyk-Kul region, public hearings, roundtables and Forum of Aimaks required the involvement of all team

members. The representatives of pilot LSGs requested to transfer some project activities to the next quarter to avoid scheduling conflicts with AO and AK planned activities. As a result, CAMI transferred the following activities to the next quarter:

- Develop the Regulation on procedures of tenders;
- Update the existing investment plans (Round I);
- Elaborate business plans on development of water supply management;
- Develop business plans on sustainability of municipal enterprise;
- Develop the Investment Strategy.

Please see **Table 3. Challenges and Actions Taken** for further information.

Develop the Report on execution of the budget for 2017 (Round I)

During the training on organizing public hearings on budget (please refer to pp. 23-24), CAMI experts introduced a format that reflects expenditures and budget income and taught Round I LSGs to develop the Report on execution of the budget for 2017. AO representatives then presented this report to the citizens at the budget hearings.

Update the existing investment plans (Round I)

This activity is transferred to the next quarter.

Elaborate business plans on development of water supply management and approve by Head of AO decision (Round I)

This activity is transferred to the next quarter.

Develop business plans on sustainability of municipal enterprise and approve by Head of AO decision

This activity is transferred to the next quarter.

1.3 Advanced Financially Sustainable, Local Solutions

1.3.1 Maximize Own Source Revenue

Provide coaching on Property Tax Revenue

In March 2018, CAMI organized a Training of Trainers (ToT) on municipal asset management for VIS experts and field officers. CAMI then trained Round I LSGs on asset management. During the quarter, CAMI experts and field officers provided coaching on property tax revenue.

Provide coaching on Budget Efficiency

During the training on organizing public hearings on budget (please refer to pp. 23-24), CAMI held a session on budget efficiency. This supported LSGs in reviewing their budgets, revenue and expenditure sides of the budgets to identify potential cost savings. CAMI included two group work sessions to complement theoretical learning with practical experience.

1.3.2 LSG Investment Strategy

Develop the Investment Strategy in 16 LSGs in Round I

This activity is transferred to the next quarter.

OUTCOME 2: INCREASING LSG LEGITIMACY

During this quarter, the main activities under Outcome Two included organizing **50** public hearings on budget, VIS and citizen charters, conducting study tours on mobile feedback mechanism via WhatsApp, updating citizen charters for 22 LSGs and developing communication strategies for 10 LSGs.

2.1 Strengthening Stakeholders' Engagement in LSG Planning and Execution

2.1.1a Institutionalize stakeholder engagement in the development of Visible Improvement Strategies

Arrange public dialogues on the issues related to VIS

During the quarter, CAMI organized **16** public hearings on VIS in **16** Round II LSGs. Public hearings on VIS focused on presenting selected priority services and stages of organizing sustainable service delivery. These sessions allowed the project and its LSG partners to gather feedback from the citizens on selected priority services and ensure citizen's understanding of the challenges in organizing sustainable service delivery.

“Priority services presented at our public hearing—irrigation water, drinking water, sports activities—reflect the needs of the population. If all these services are organized, the citizens would be doing well. Today, a lot of people participated in the public hearing, so there is interest. I know a lot of international projects; CAMI project is a very helpful. Project experts teach us many practical things.”

– Mr. Kurbanali Osmonov, Chairman of the Court of the Elderly in Kenesh LSG, Nookat raion, southern Kyrgyzstan during a public hearing on VIS.

2.1.1b Institutionalize stakeholder engagement in planning, resources, service management, and oversight

Engage citizens, CSO, minorities, vulnerable groups, women, and youth in the Working Commissions

The Working Commissions engaged the following people:

- AK deputies;
- key AO staff members;
- leaders of territorial municipal organizations;
- civil society/CSO representatives;
- youth;
- women.

CAMI involves representatives of the Working Commissions in all relevant activities and trainings.

Create M&E groups and approve by decision of Head of AO (Round I)

In the first quarter, CAMI helped to form Joint M&E groups under Round I LSGs to oversee the service improvement activities implemented by AOs and the Working Commissions. CAMI reported on this activity in the previous quarterly report.

Conduct public hearings with involvement of citizens, CSO, minorities, vulnerable groups, women, and youth

Public hearings contribute to improved citizens' trust in the performance of the AO. Important local issues such as updates on taxes, fees, distribution of local budget, service delivery and other issues are discussed at the hearings enabling participants to stay informed and get involved in the decision-making process.

During the quarter, CAMI organized **50** public hearings. A total of **3,252** people (1,232 women and 2,020 men) participated in the following public hearings:

- **20** budget hearings in **19** LSGs (Round I and II);⁴
- **16** public hearings on Visible Improvement Strategy (VIS) in **16** LSGs (Round II);
- **14** public hearings on citizen charters in **14** LSGs (Round I and II).



Women attend a public hearing in Kenesh LSG, Nookat raion

⁴ Jeti-Oguz LSG in Issyk-Kul region organized two budget hearings.

During the budget hearings, AOs reported on their expenditures in 2017, AO activities and performance, and presented Budget for 2018.

“There are so many active and friendly participants at today's public hearing! The speaker [head of AO] explained that from now on such hearings will be organized using the USAID CAMI project's approach. Before demanding anything from the AO, I, as the citizen, should ask myself what I have done for the development of my village, have I paid my taxes on time. This approach is very efficient!”

– Ms. Cholpon Myrzabaeva, post officer in Chirak village, Jeti-Oguz raion, northern Kyrgyzstan during a budget hearing.

2.1.1c Assist LSGs to update citizen charters to insert decisions concerning public service delivery

During this quarter, CAMI helped to finalize the update of a citizen charter in Mogol LSG and approve it with the AK. The updated version was officially published on the SALSGIR website and registered in the territorial division of the Ministry of Justice of the Kyrgyz Republic. A representative of Mogol LSG presented their process of updating citizen charter and obtaining approval from citizens and the AK during the CAMI roundtable on best practices on February 21, 2018.

Thus, to date, CAMI has updated citizen charters in 5 LSGs—Mogol, Kok-Art, Boz-Uchuk, Teploklyuchenka, and Ak-Chiy. During this quarter, CAMI produced hard copies of citizen charters in Russian and Kyrgyz. This will help to disseminate them among citizens and serve as one of the steps in improving the LSG-citizen interaction. CAMI produced 50 copies of each charter and handed over to the Heads of LSGs during the Forum of Aimaks on March 30, 2018.

In Year 2, CAMI identified the following 22 LSGs that need to update their citizen charters:

Issyk-Kul region:

- Orgochor (Jeti-Oguz raion)
- Darkhan (Jeti-Oguz raion)
- Tepke (Ak-Suu raion)

Naryn region:

All five LSGs of Round II



Ысык-Көл облусунун Ак-Суу районунун
Боз-Учук айылдык аймактын
жергиликтүү жамаатынын Уставы

Cover of Boz-Uchuk LSG's updated and published citizen charter in Kyrgyz

Osh region:
All eight LSGs of Round II

Jalalabad region:
All six LSGs of Round I

Conduct village meetings on discussion of citizen charters

In Year 1, CAMI experts developed a *Handbook for Discussion and Adoption of Citizen Charters* that includes procedures for modifying and amending current charters and outlines 8 steps to update citizen charters according to the legislation of the Kyrgyz Republic. During this quarter, CAMI made progress in completing 5 steps out of 8. The fifth step focuses on presenting the draft citizen charters in village meetings. In total, CAMI organized 14 public hearings on citizen charters in 14 LSGs out of selected 22 LSGs.⁵ These meetings encouraged citizens to solicit feedback and discuss the adoption of charters. This approach helps to build a new culture of transparent policymaking and encourages greater citizen engagement in policymaking.

Using the citizen inputs collected during the hearings, CAMI experts updated drafts of citizen charters for six LSGs—Bagysh, Lenin, Barpy, Yrys, Beshik-Jon and Kurmanbek. These versions will be presented and discussed at the sessions of the Standing Committees and Aiyl Kenesh sessions in the next quarter. CAMI experts will continue working with the remaining LSGs to update and adopt their citizen charters.

2.1.2a Support to AK on conducting public hearings, including engaging women and minorities

Conduct training on organizing public hearings on budget

In Year 1, CAMI introduced a new approach on organizing public hearings on budget that emphasized the roles and responsibilities of citizens in paying taxes and engaging in the decision-making processes. During this quarter, CAMI trained Round II LSGs on applying this approach during public hearings on budget. The project involved a total of 76 participants, including Heads of AOs, AK Chairmen of budget committees, Executive Secretaries, Heads of financial and economic departments of the AO and representatives of the business sector. This is a cross-cutting activity with Outcome One. Thus, CAMI also covered topics of budget efficiency and developing a report on budget execution for 2017 during these trainings.

Training participants were active and asked practical questions regarding opening special accounts for the AO, the functional responsibilities of the Board of Trustees, the difference between a subsidy and a grant and others. All participants provided positive feedback on the training and innovative approach introduced by CAMI.

⁵ CAMI will conduct village meetings in the remaining 8 LSGs during the next quarter.

“This training gave me so much information and knowledge that was unknown to me in the past 10 years! I understood the main point: if the heads of financial and economic departments of ayil okmotu use the recommendations and knowledge received today, budget hearings will be easy to understand. The citizens will receive clear and simple information about finances and budget of AO.”

– Ms. Almagul Zhentaeva, businesswoman in Tepke Ayil Okmotu, Ak-Suu raion, Issyk-Kul region

Conduct training on Budget Code, planning, oversight, and tax administration for AK deputies

This is a cross-cutting activity with Outcome 1. CAMI involved representatives of AK chairmen and deputies in trainings on tax administration. More details can be found on pp.15-16 of this report.

Develop the Code of Ethics for AK deputies and approve by AK decision

Upon agreement with USAID, after the approval of the Union’s Financial Sustainability Plan CAMI will task the Union to develop the Code of Ethics for AK deputies. During this quarter, CAMI prepared a Scope of Work for this activity. USAID approved the transfer of this activity to the next quarter. Component 3 will coordinate the Union’s work on this activity.

2.1.2b Conduct trainings on combating and preventing corruption to LSGs, representatives of Working Commissions

In the last quarter, CAMI recruited a Good Governance Expert to carry out this activity. In January 2018, the expert visited all pilot LSGs and met with the AO heads and members of the Working Commissions. These site visits allowed the CAMI team to conduct needs assessments and identify relevant topics related to anti-corruption policy and good governance. The expert prepared a draft analytical note with a situation analysis at the local level and recommendations for LSGs. The note will be finalized after the completion of all trainings.

Conduct training on combating and preventing corruption

Based on the needs assessment, the expert prepared a training module and presentations for a two-day training on good governance aimed at AO heads, AO accountants, AK deputies, and AK members responsible for finance issues. CAMI submitted the module for USAID approval and review in this quarter and obtain USAID concurrence. To avoid scheduling conflicts with AK meetings in March, LSGs requested CAMI to conduct these trainings in April 2018.

2.1.3 Support citizen monitoring; launch SMS citizen feedback mechanism

In this quarter, CAMI continued working with Teploklyuchenka AO to strengthen the Mobile Feedback Mechanism via WhatsApp. A recent research on media literacy in the Kyrgyz Republic conducted by

6-апрельде Теплоключенка айыл аймагында айыл окмоту жана айыл жаштары уюштурган "Таза Ак-Суу учун" ишембилиги болуп отту. Ишембиликте Ленин кочосу Лесное айылынан ылдый тазаланды



News from Teploklyuchenka Broadcast List sent to AO citizens about a spring clean-up day that was organized in Lesnoe village

the Institute of Media Policy⁶ showed that **79.8%** of urban population and **63.1%** of rural population use WhatsApp, making this mechanism even more relevant.

Since the official launch of the mechanism in November 2017, Teploklyuchenka grew its contact list from 100 to 219 citizens⁷, and registered 422 inquiries in the journal as of April 26, 2018.⁸ Teploklyuchenka registered all inquiries in a journal by indicating the date of inquiry, the text of inquiry, specific questions, cell phone number, and citizen's name. The main topics of citizens' interest included land issues, utilities, social matters, water supply, public order, and beautification.

Today, Teploklyuchenka works independently to promote the mechanism among its citizens and reports on progress regularly to CAMI. CAMI is engaged as an observer.

To introduce the mobile feedback mechanism to other pilot LSGs and facilitate experience exchange, CAMI organized study tours in all four pilot regions—Issyk-Kul, Jalalabad, Naryn, and Osh. The study tours facilitated dialogue between LSG heads and specialists, as well as interested citizens from each community. CAMI applied peer-learning approach and invited Teploklyuchenka mobile mechanism specialist Jarkyn Amanturova to share her community's experience introducing and promoting the mechanism and interacting with the citizens via

WhatsApp, as well as lessons learned and next steps to strengthen the mechanism. The experience exchange started in Teploklyuchenka with participation of representatives from 11 Issyk-Kul municipalities, local citizens, SALSGIR, Union of LSGs and USAID representatives. USAID Mission Director Kimberly Rosen gave remarks at the event and received a certificate of appreciation from the Akim of Jeti-Oguz raion. The Kyrgyz Republic's top-ranked TV channel—public broadcaster KTRK—provided nation-wide coverage of the event and Ms. Rosen's remarks. This coverage can be viewed on KTRK's website at: <http://www.ktrk.kg/post/18825/kg>

⁶ The research was conducted with the financial support of Soros Foundation Kyrgyzstan. Link to the report (in Russian): <http://soros.kg/wp-content/uploads/2018/03/Otchet-po-itogam-issledovaniya-mediagramotnosti-v-KR.pdf>

⁷ For baseline CAMI looked at the average number of people in the already existing WhatsApp groups in Teploklyuchenka, i.e. group of teachers (50 people), group of sportsmen (150 people). Thus, CAMI's goal was to reach out to at least 100 residents in the AO group. Teploklyuchenka exceeded the initial goal by growing the contact list to 219 people.

⁸ The CAMI-supported information campaign resulted in a larger contact list from 176 citizens (reported in the last quarterly report) to 215 citizens and increased engagement - the number of inquiries increased from 256 last quarter to 403 in quarter two.

Similar trainings took place in Kochkor town for five pilot municipalities of Kochkor raion in Naryn region; in Jalalabad town for eight municipalities of Suzak and Bazar-Korgon raions in Jalalabad region; and in Osh city for eight municipalities of Nookat raion in Osh region. Representatives of LSGs, SALSGIR regional offices, Union of LSGs, mass media, and active citizens participated in every study tour. Participants actively engaged in the trainings, voicing questions regarding the technical opportunities and requirements of the proposed feedback mechanism. Particularly, AO representatives were interested to find out how the administrator of Teploklyuchenka WhatsApp mechanism processed the received requests, how much time she devoted to administering it and how quickly the AO processed the citizens' requests. AO representatives shared their experience of introducing similar mechanisms. For instance, the Executive Secretary of Lenin AO in Jalalabad region noted that their AO had introduced similar mechanism by using Twitter via SMS⁹. Overall, **131** people participated in the events. Each study tour received solid coverage in national and local media.



USAID Mission Director Kimberly Rosen receives a Certificate of Appreciation from Akim of Jeti-Oguz Ulan Dokonbaev during a study tour in Teploklyuchenka

Develop the Rules of Mobile feedback mechanism and approve by decision of the Head of AO

As a result of working sessions and trainings on introducing the mechanism in Teploklyuchenka, CAMI developed a regulation on the mobile feedback mechanism and piloted it in Teploklyuchenka. The regulation outlines the procedures of the information exchange between AO and citizens, provides rules and possibilities of the mechanism and indicates timing and schedule of interaction with citizens. This document served as a template for other partners LSGs. During this quarter, 10 pilot LSGs adopted the Regulation after approval by the Heads of AOs. The remaining 3 LSGs will adopt the Regulation by the end of April 2018.

Conduct training on mobile feedback mechanism

During the study tours, CAMI presented selection criteria required to introduce the mechanism. These criteria include: 1) interest of LSG and willingness to cover monthly Internet bills; 2) availability of Internet in LSG; and 3) availability of a relevant AO specialist that will be responsible for administering the operation. After the study tours, CAMI field officers collected information from 22 LSGs interested in introducing the mechanism and which already met the selection criteria. Component 2 Leader Dzhamilia Arbanalieva visited each LSG to assess its capacity to maintain the mechanism in the long-term. Based on the assessment and willingness of AOs, CAMI finalized the list and selected the following **13** LSGs:

⁹ One of the mobile service providers in Kyrgyzstan offers a service that allows to use Twitter by sending SMS.

	Region	AO/city	Population
1	Naryn	Kosh-Dobo	3,446
2	Jalalabad	Beshik-Jon	12,454
3	Osh	Kulatov	19,881
4	Osh	Jany-Nookat	28,277
5	Osh	Kenesh	14,071
6	Osh	Kara-Tash	2,173
7	Osh	Zulpuev	3,727
8	Osh	Isanov	20,484
9	Osh	Mirmahmudov	21,923
10	Issyk-Kul	Darkhan	7,213
11	Issyk-Kul	Orgochor	5,172
12	Issyk-Kul	Ak-Bulun	5,709
13	Issyk-Kul	Tepke	3,261

CAMI conducted on-the-job trainings on the implementation of the mobile feedback mechanism for members of the Working Commissions, representatives of local authorities, youth and women, and local activists in all selected AOs. Training participants acquired information on the mechanism features and possibilities, the importance of adopting the Regulation and the role of the initiative group. Participants also discussed real opportunities, possible challenges, and available AO resources for implementation.

To ensure smooth implementation of the process, CAMI will split 13 selected AOs into two smaller and more manageable groups for two phases: 6 AOs in Phase I and 7 AOs in Phase II. Phase I AOs are:

1. Kosh-Dobo;
2. Darkhan;
3. Orgochor;
4. Ak-Bulun;
5. Tepke;
6. Beshik-Jon.

These AOs have successfully adopted the regulation on the mobile feedback mechanism in this quarter. CAMI will rent out laptops and smartphones to Phase I AOs for the duration of the project to assist in implementing the feedback mechanism. The procurement process is currently under consideration of DAI Head Office.

Conduct information campaign to promote the Mobile feedback mechanism

This activity will be implemented in the next quarter after the procurement of necessary equipment.

2.2 Reconciling Community Expectations with LSG Resources

2.2.2. Strengthen LSG public outreach, “proactive disclosure” of information, and partnerships with CSOs to help shrink community expectation gap

As reported in the previous quarter, CAMI announced a tender for a company to develop communications strategies for 10 LSGs in southern Kyrgyzstan. During this quarter, CAMI selected ArtBox Company through an open competition to develop the strategies.

Analyze the LSG capacity and resources in public outreach

CAMI selected 10 LSGs in southern Kyrgyzstan (Osh and Jalalabad regions) based on their low legitimacy scores and willingness to develop communications strategies to improve LSG-citizen interaction. Currently, CAMI is developing communication strategies for the following eight Round II LSGs in Nookat raion, Osh region and two Round I LSGs in Jalalabad region:

1. Kara-Tash;
2. Mirmakhmudov;
3. Kulatov;
4. On Eki Belle;
5. Jany-Nookat;
6. Kenesh;
7. Isanov;
8. Zulpuev;
9. Kurmanbek;
10. Mogol.

ArtBox Company elaborated a **Methodology on Developing Communications Strategies for LSGs** that describes the stages necessary to develop an effective communications strategy. The stages include:

- Desk study of existing documents;
- Organizing Working Groups;
- Developing SWOT analysis of LSG;
- Training and developing first drafts of communication strategies that includes the following:
 - Identify target audiences (segmentation and targeting);
 - Identify communication goals;
 - Select communication channels;
 - Develop communication content;
 - Develop strategic plans that correspond with the Monitoring and Evaluation Plan and the AO budget.
- Finalize communication strategies.

CAMI provided ArtBox with project progress reports, results of legitimacy surveys and detailed information about selected LSGs. ArtBox used this information to develop a situation analysis and then visited each LSG to analyze their capacity and resources. Based on site visits and interviews with the representatives of the Working Commissions, ArtBox developed SWOT analyses for each pilot LSG. Even though analyses vary for each LSG, there were the following common themes in all 10 LSGs:

Table 2: SWOT analysis of AO capacity in public outreach

INTERNAL FACTORS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Openness of AOs to cooperate; • Awareness about the AO internal issues and willingness to find appropriate solutions; • Solid capacity and high motivation of AO staff; • Availability of information boards. 	<ul style="list-style-type: none"> • Low citizen – LSG interaction; • Insufficient information for public on AO budget (planned and used funds), AO performance, and planned activities; • Insufficient information for public on roles and responsibilities of the AO and of citizens; • Insufficient information for citizens on the services provided by AO.
EXTERNAL FACTORS	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Creation of an effective two-way communication system; • Willingness of AO to cooperate; • Active engagement of the village leaders, youth, and women committees. 	<ul style="list-style-type: none"> • Lack of awareness about AO work among citizens; • A weak image of the AO; • Political instability; • Limited Internet access in rural areas.

The finalized SWOT analyses will be included in the communications strategies.

Conduct training on public outreach tools

In March 2018, CAMI organized two trainings on effective communications and public outreach tools for 10 selected LSGs. 45 participants (21 women and 24 men) attended the trainings. The trainings equipped AOs with skills necessary to develop effective communication strategies. CAMI involved the following participants in trainings:

- Chairman of AK;
- Deputy head of AO;
- Executive secretary of AO;
- Representative of the youth committee/ community activist;
- Representative of the business sector.

Participants learned about the various communication channels, the importance of building effective communication with citizens and local media, and received guidelines on developing detailed step-by-step communication plans. ArtBox trainers provided both theoretical knowledge and used interactive group work assignments, including Q&A, brainstorming, and discussion of case studies. This participatory training model allowed participants to get hands-on experience and draft some parts of their communication strategies.

For instance, participants identified the following target audiences in their LSGs:

- Youth (men and women, 18 to 30 years old);
- Women from 30 to 60 years old;
- Men from 30 to 60 years old;
- Aksakals/elders (men and women aged 60 and above).

The training covered the following topics:

- What is communication?
- What is a stakeholder (definition and meaning)?
- How to develop a communication strategy?
- 9 steps for developing a communication strategy
- How to reduce communication gaps in the AO's work?
- How to identify the AO's target audience?
- How to set communication objectives for the communication plan?
- Methods and tools to develop a communication strategy.

"I really liked the professional presentation skills of the trainer who speaks in a way that reaches one's heart. The respect to each other during the training and the "golden rules" practice were also very appealing. I liked the brainstorming game that we played. It helped me understand the term "stakeholders". At this training, we learned how best to engage with citizens via communications."

– Mr. Ilkhomjon Ismailov, chairman of Mirmakhmudov AK in Nookat raion.

Develop the Communication Strategy and approve by Head of AO decision

During this quarter, ArtBox Company worked together with AOs to develop initial drafts of communication strategies. To ensure buy-in from AOs, ArtBox will conduct a second round of meetings with 10 LSGs to revise draft versions of strategies and develop action plans. AOs will finalize their communication strategies next quarter.

OUTCOME 3: FURTHERING INDIGENOUS KYRGYZ LSG SUPPORT CAPABILITIES

In this quarter, CAMI organized the Forum of Aimaks and Best Practices roundtable and involved representatives of municipalities from all seven regions across the Kyrgyz Republic, including non-partner LSGs. This approach reflects CAMI's ongoing efforts to broaden peer-learning among LSGs.

In this quarter, CAMI succeeded in engaging important stakeholders from the President's Administration and Prime-Minister's Office in the regional development activities. The project held its third Coordination Council meeting to maintain cooperation with key local, national and international stakeholders, and assisted the Union of LSGs in developing their Financial Sustainability Plan for 2018-2020.

3.1 Collaborating with Multiple Stakeholders

During this quarter, CAMI continued collaborating with multiple national, regional, local state institutions and international organizations. On the national level CAMI engaged important stakeholders from the President's Administration and Prime-Minister's Office in the regional development activities. CAMI involved the representatives of President's Administration, Prime-Minister's Office, Ministry of Economy, Ministry of Finance and the Government's Press Service in the Forum of Aimaks. CAMI engaged SALSGIR representatives in project activities, including study tours on Mobile Feedback Mechanism via WhatsApp, CAMI Coordination Council meeting, and others. Per SALSGIR request, the project presented a progress report on activities and achievements in its 32 partner LSGs. This quarter, CAMI worked closely with the Union of LSGs and its Board Members that represent regional decision-makers - town mayors and raion akims. The project helped to develop the Union's Financial Sustainability Plan for 2017-2020 and organize the meeting of the Board of the Union.

In January 2018, USAID Mission Director Kimberly Rosen visited Jeti-Oguz and Teploklyuchenka LSGs and met with akim of Ak-Suu raion to learn more about CAMI work in Issyk-Kul region. With CAMI support, Jeti-Oguz AO streamlined new sports clubs and tractor services through partnership with private sector. They also improved the process of budget hearings. Teplyuklyuchenka municipality was the first municipality to connect with its residents through Mobile Feedback Mechanism via WhatsApp. During this quarter, CAMI Chief of Party Robert Bodo also met with akim of Kochkor raion to strengthen regional cooperation.

CAMI continued working closely with international partners, including Swiss Embassy, HELVETAS Swiss Intercooperation Kyrgyzstan, and GIZ. During this quarter, CAMI met with the representatives of USAID Youth Activity, Adolescent development and participation Programme United Nations Children's Fund (UNICEF) and International Republican Institute to discuss possible future cooperation. CAMI Chief of Party Robert Bodo made a presentation about CAMI project activities, Year 1 results, accomplishments and approaches with a focus on LSGPAT and VIS at the Seventeenth Steering Committee Meeting of the National Policy Dialogue on Integrated Water Resources Management in Kyrgyzstan, organized by OECD. Representatives of different donor organizations discussed future coordination and collaboration on the issues of drinking water.

3.1.1 Improve Coordination through CAMI-supported Mechanisms

Conduct 2 meetings of CAMI Coordination Council

On March 1, 2018, CAMI organized the third Coordination Council meeting to update its Coordination Council members about project's progress, achievements and lessons learned and align efforts with partners. During the quarter, CAMI included two new members that work on youth engagement in LSGs:

- Mr. Nurlan Sharshenkulov, Project Manager of USAID Youth Activity;
- Mr. Guljigit Ermatov, Project Officer Adolescent Development and Participation UNICEF.

At the beginning of the meeting, Deputy Chief of Party Azamat Orozobekov briefed participants about LSGPAT tool and presented baseline LSGPAT scores in Round II LSGs. Then, the team presented the results and progress of each component in ArcGIS Story Map format with interactive maps, pop-ups, and high-quality pictures from project's activities. Coordination Council members provided positive feedback on the project achievements in the last six months and encouraged cooperation.

3.2.1 Introduce new and expanded usage of existing products, services, and practices

Publish best practices in “Municipalitet” magazine

CAMI best practices from introducing the mobile feedback mechanism via WhatsApp in Teploklyuchenka LSG were published in the March 2018 issue of “Municipalitet” magazine. The article highlighted the following:

- Potential for the mobile feedback mechanism via WhatsApp to improve citizen-LSG interactions;
- Stages of introducing the mechanism in Teploklyuchenka;
- Study tours in all CAMI pilot regions to share the best practice.

Conduct two discussions with key national and local partners/stakeholders, CSOs and citizens

On February 21, 2018, representatives of the national government, the Union of LSGs, rural and urban municipalities from all seven regions of the country,¹⁰ experts and local activists convened in Bishkek to discuss the CAMI-supported best practices presented by Teploklyuchenka and Mogol. Roundtable participants learned about the mobile feedback mechanism via WhatsApp in Teploklyuchenka and the process of updating the citizen charter in Mogol. CAMI experts also presented the results of updating citizen charters in five additional LSGs. The roundtable offered an opportunity for LSG participants to provide feedback, engage in discussion, and solicit advice from experts. These roundtables are one of

¹⁰ CAMI involved the high-ranking Board members of the Union of LSGs that represent both urban and rural municipalities.

CAMI's activities designed to promote peer-learning, experience exchange, and inter-municipal cooperation.

3.3 Ensure a Post-Activity Mechanism for LSG Assistance and Support

3.3.2 Model for the post-activity mechanism selected and launched

During this quarter, CAMI continued supporting the Union of LSGs. CAMI selected two experts through an open competition to assist the Union of LSGs in developing the Financial Sustainability Plan for 2018-2020.

Launch the model of Post-Activity Mechanism with stakeholders

On January 18, 2018, CAMI organized a kick-off meeting of the selected experts with the Union, representatives of DPI, SALSGIR, and USAID. Participants discussed the detailed process and timeframe of the Financial Sustainability Plan development.

On January 29, 2018, CAMI conducted a training on the Financial Sustainability Plan development for the Union staff to ensure the readiness of the Director and staff of the Union to work together with the selected experts on the development of the Plan. The training also:

- Introduced the Union's staff to best practices and approaches for ensuring the financial stability of the organization;
- Introduced the basic principles for planning the development of the organization and basics of strategic planning;
- Presented the technical requirements for developing a financial model to ensure financial sustainability of non-profit membership organizations;
- Trained participants in the principles of goal-oriented program budgeting, selection of performance indicators, and monitoring and evaluation of the organization's activities;
- Promoted exchange of experience and experts' opinions;
- Facilitated conducting a SWOT analysis of the Union in small groups.

The findings of the SWOT analysis were later incorporated in the Financial Sustainability Plan.

CAMI experts needed to identify the potential services that the Union can provide to its members. Thus, on February 1, 2018, CAMI organized a focus group discussion with the participation of the heads of rural LSGs, representatives of the Union, expert community and state bodies to:

- Identify a list of services the Union can provide to its members;
- Develop a mechanism that the Union can use to represent the interests of LSGs on the national level.

Focus group participants proposed a list of potential services and defined problems that could be addressed by the Union. Using the findings from the kick-off meeting and focus group discussions,

CAMI experts drafted an initial Financial Sustainability Plan and List of Services and presented these documents to the Union on February 15, 2018. Feedback from the Union staff was incorporated in the second draft of the Plan.

Conduct regular meetings of the Post-Activity Mechanism

On February 21, 2018, CAMI helped to organize a regular meeting of the Union's Board of Directors, where the Director of the Union Omurbek Almanbetov presented the draft of the Financial Sustainability Plan. Moreover, the members of the Union's Board discussed and approved the List of Services of the Union for its members, provided feedback on the draft Financial Sustainability Plan for 2018-2020, and discussed the mechanism of representation and protection of interests of municipalities at the national level.

CAMI experts incorporated feedback from the Board meeting and into a finalized **Financial Sustainability Plan of the Union for 2018-2020** on February 28, 2018, experts also developed a draft Regulation on Monitoring and Evaluation and a questionnaire for the recipients of services, provided by the Union of LSG.

3.4 Advancing Readily Achievable Reforms of the Government of the Kyrgyz Republic to Improve LSG's Effectiveness

3.4.2 Support to LSG strengthening reforms via forums

In Year 1, CAMI organized two regional forums. During this quarter, CAMI changed the name of the event from *regional forum* to **Forum of Aimaks**¹¹ to ensure buy-in from the municipalities and to promote unified branding with the project name in Kyrgyz and Russian.¹²

¹¹ The term *Aimak* refers to a territorial unit (also translated as municipality); it is widely used by main stakeholders, including the Government of the Kyrgyz Republic. It is also easy to understand for local people.

¹² The Kyrgyz and Russian versions of the project name translate as Successful Aimak.

On March 30, 2018, CAMI organized the Forum of Aimaks for 133 representatives of municipalities from all seven provinces of the Kyrgyz Republic, state officials, and local organizations to address challenges and strategies to enhance regional development in the country. The Forum of Aimaks provided an opportunity for a constructive dialogue between national stakeholders and municipalities on specific issues critical for the regions such as sustainable and high-quality services, municipal budget processes, and social and cultural development. CAMI



The Forum of Aimaks brought together 133 participants, including representatives of local administrations and councils from all seven provinces of the country.

invited keynote speakers from the President's Administration and Prime Minister's Office. The discussion was especially important in light of President Jeenbekov's initiative to focus on socio-economic development of the regions under the slogan "Year of Regional Development."

Both USAID Mission Director Kimberly Rosen and a representative of the Presidential Administration Kayip Kulenbekov gave opening remarks, with the latter noting the importance of CAMI to the implementation of the President's Regional Development Strategy.

"In line with the President's announcement of 2018 as the Year of Regional Development, we believe that the work of the USAID-funded Community and Municipal Governance Initiative is very important".

– Mr. Kayip Kulenbekov, Deputy Head of the Strategic Development, Economy, and Finance Policy Department of the President's Administration

Forum participants worked in three groups and discussed crucial topics of public utilities, municipal budget, and social affairs and culture. CAMI included the recommendations of these discussions in the **Resolution of the Forum Aimaks** and later shared the document with the Government of the Kyrgyz Republic.

Reinforcing the national-level interest in regional development, Kyrgyzstan's highest-rated television channels KTRK and EITR provided nation-wide coverage of the event and highlighted USAID's support to municipalities and USAID Mission Director Kimberly Rosen opening remarks. KTRK also published an article on the event with video spot on their website: <http://www.ktrk.kg/post/20339/kg>

The event also received solid coverage in online and print media.

Conduct 4 discussions, including one in PEA format with key national and local partners / stakeholders

In Year 1, CAMI organized PEA discussions in Bishkek. In Year 2, CAMI proposed to update the PEA at the regional level and conduct two PEA discussions with LSGs in the south and the north of the Kyrgyz Republic. This would help to reflect and compare different challenges faced by LSGs depending on their region. The preparation of PEA at the regional level is a new challenging task for CAMI, which requires more time and resources. Thus, CAMI requested USAID to postpone the timing of the PEA discussion to the third quarter of Year 2. USAID provided their concurrence with the new schedule on March 5, 2018.

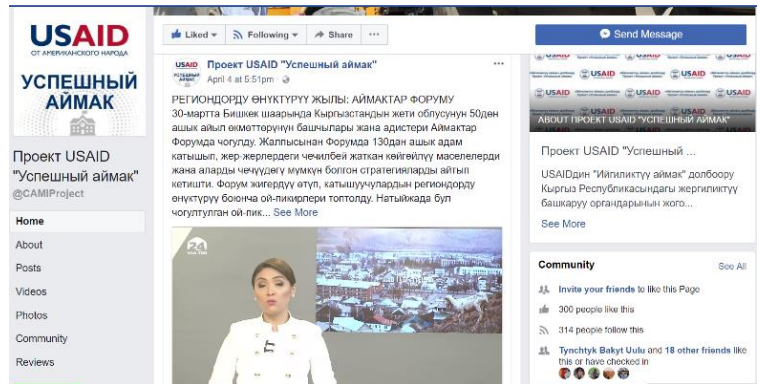
CROSS-CUTTING ACTIVITIES

Communications Activities

During this quarter, CAMI Communications Team has secured media coverage of the project's activities at the top-ranked national television channels KTRK and EITR, supported the activities within all three components, and strengthened external and internal communications practices of the project.

- *Media relations* included the development of press releases for the launch of the Mobile Feedback Mechanism via Whatsapp study tour in Teploklyuchenka and Forum of Aimaks, their approval with the USAID Communications team and dissemination among national and local media. The ongoing effort of the team on supporting media relations has resulted in increased coverage of CAMI events on national television channels, radio, print and online media resources. The Kyrgyz Republic's top-ranked TV channel, public broadcaster KTRK, provided nation-wide coverage of two CAMI events with USAID Mission Director's participation. The country's second largest State Television and Radio Channel EITR, broadcast a news story about Forum of Aimaks during prime-time evening news. Additionally, the National Broadcasting Radio Birinchi Radio, as well as leading online media outlets such as Vecherny Bishkek, Kabar and Kabarlar covered the event.

- CAMI assured continued *project visibility* by continuously delivering a unified message and displaying branded materials. During this quarter, CAMI produced branded folders, notepads, pens, branded roll-ups, press stand, and Facebook photo frame to strengthen the CAMI brand. In March 2018, CAMI launched its Facebook page <https://www.facebook.com/CAMIProject>. As of April 22, 2018, the page received 309 likes and 323 followers. The content of the page is of various formats, including videos, photos, and brief write-ups. The target audience is the citizens and specialists of pilot LSGs; national, regional, and local news outlets; NGOs working in LSG development; and international organizations. Therefore, the content of the page is mainly provided in Russian and Kyrgyz, with some messages in English if the message is of interest to the English-speaking audience. The team frequently updates the page's content. Communications Team also created an ArcGIS Story Map in Kyrgyz, Russian and English highlighting the launch of a service in Lipenka LSG, Issyk-Kul region. Upon obtaining USAID approval, CAMI made the Story Map open for public and posted a link on Facebook¹³.



CAMI launched its Facebook page to provide regular updates on project activities

- CAMI communicated a *consistent and unified message* via analytical articles, presentations, and reports to national stakeholders. The Communications Team assisted in producing innovative and interactive presentations in ArcGIS Story Map format for the second Coordination Council. For the Forum of Aimaks, the team published the updated project factsheet in English, Russian, and Kyrgyz to demonstrate project achievements and progress in Year 1. The Communications Team also published an analytical article on the introduction of mobile feedback mechanism via WhatsApp in the “Municipalitet” magazine and produced hard copies of Citizen Charters of five pilot LSGs in Kyrgyz and Russian. The team proofread and edited all presentations and handout materials for the public to ensure compliance with the USAID branding and marking guidelines.
- During this quarter, USAID Mission Director Kimberly Rosen participated in two CAMI events and one site visit to Jeti-Oguz LSG. The Communications Team prepared all necessary information, including an Event Briefing Memo and post-event write-ups.

¹³ Link to CAMI ArcGIS Story Map: <https://usaid.maps.arcgis.com/apps/Cascade/index.html?appid=b301568fa5314a5a8671d2c79ffc1e0c>

EXPLANATION OF CHALLENGES AND ACTIONS TAKEN

The table below summarizes challenges, delays or adverse conditions and actions taken or contemplated to resolve the situation, or any assistance needed to resolve the situation.

Table 3. Challenges and Actions Taken

Challenges	Actions Taken	Further Action Required
<p>During this quarter, CAMI organized 96 events across all three project components. The large number of activities—including cluster trainings, USAID Mission Director’s visit to CAMI sites in Issyk-Kul region, public hearings, roundtables, and Forum of Aimaks—required the involvement of all team members. In some cases, there were scheduling conflicts with AO and AK planned activities. Thus, the representatives of CAMI pilot LSGs requested to transfer certain activities to the next quarter to ensure active engagement of LSG representatives in CAMI events.</p>	<p>To avoid scheduling conflicts with AO and AK planned activities and ensure quality implementation, the following activities were transferred to the next quarter:</p> <ul style="list-style-type: none"> • The development of the Regulation on Tenders (all 16 of Round I); • Development Plans (business plans) of the municipal enterprises in Round I LSGs (where they do exist); • Development Plans (business plans) of the Drinking Water Users Union in Round I LSGs (where they do exist); • Updated Investment Plans in Round I LSGs; • PEA discussions in the regions. 	<p>CAMI will implement the transferred activities in the next quarter.</p>

PROGRESS ON PERFORMANCE INDICATORS

Performance indicator; Crosscutting Indicators & F Indicators	Unit (disaggregated)	Year 1 Target	Year 1 Results	Year 2 Target	Y2Q1 Actual	Y2Q2 Actual	Cumulative Y1-Y2	Notes for Y2	Comments
% change in citizen trust in local government to provide efficient services	Percentage change (by raion, gender, age)	3%	3.5%	9%	N/A	N/A	N/A	Measured on annual basis	
Number of LSGs with improved effectiveness-legitimacy gap scores	Number (by LSG group)	4	16	16	N/A	N/A	N/A	Measured on annual basis	
F. 1 Number of mechanisms for external oversight of public resources use supported by CAMI	Number (by LSG, raion)	4	4	6	1	0	5	1. Joint Monitoring and Evaluation Groups	Joint monitoring and evaluation (JM & O) is a process of monitoring and evaluation of services, in the implementation of which all interested parties take part: local self-governments, AK deputies, beneficiaries - direct beneficiaries of services, citizens. The Joint Monitoring and Evaluation Groups (JM&EG) were created in 16 LSGs in Round I.
F. 2 Number of government officials receiving U.S. Government-supported anti-corruption training	Number (by LSG, raion, gender, age)	48	N/A	96	0	0	0	The implementation of the anti-corruption training was postponed for Year 2	The trainings started in Q 3, Y 2
Project level Impact Indicators									
Project Intermediate Result 1: Improved LSG effectiveness, as defined by improved competency, capacity, and solutions to perform devolved functions and services									

1.1 Number of LSGs with improved effectiveness score, based on LSGPAT	Number (by raion, by population category)	4	15	16	N/A	N/A	N/A	Measured on annual basis	
1.2 Average % increase in LSG effectiveness scores, based on LSGPAT	Number (by raion, by size of LSG)	3%	27%	9%	N/A	N/A	N/A	Measured on annual basis	
1.3 Number of Kyrgyzstan LSG staff and experts with improved capacity	Number (by raion, gender,)	32	128	192	43	291	462	<p>Q 1 LSGs in Round I # of participants-156 # of new participants (parts. who have not attending another training-45 # of the new participants with improved capacity -43 Q2 Round I and II LSGs # of participants-573 # of the new participants with improved capacity -291 (Round I-69 participants; Round II-222 participants)</p>	For this indicator we can count the participants only once, we did not count the participants who trained in VIS trainings in Year 1, also we count the participants who participated in the whole training and improved capacity
1.4 Number of municipalities with completed Visible Improvement Strategy (VIS) with participation of the community	Number (by raion, by population category)	16	16	32	0	8	24	The activities are in progress, 8 LSGs in Round II approved VIS strategies.	

<p>1.5 Average percentage of the tasks completed of VIS across program LSGs</p>	<p>Number (by LSG, raion, task)</p>	<p>15%</p>	<p>42% (1-st service)</p>	<p>20%</p>	<p>28% (LSGs in Round I) 15% (LSGs in Round II)</p>	<p>54% (LSGs in Round I) 33% (LSGs in Round II)</p>	<p>54% (LSGs in Round I) 33 % (LSGs in Round II)</p>	<p>Round I Year 1: The 16 LSGs (Round I) implemented 5 steps-42% of the VIS strategy (1-st service) Year 2, Q 1: The 16 LSGs (Round I) completed 31% of tasks on 1 st service; 30% on 2-nd service; 23% on 3-rd service Average % on 3 services is 28% Year 2, Q 2: The 16 LSGs (Round I) completed 73% of tasks on 1 st service; 45% on 2-nd service; 43% on 3-rd service Average % on 3 services is 54% Round II Year 2, Q 1: The 16 LSGs (Round II) completed 15 % of tasks</p>	<p>For this indicator please find document with % of implementation of the VIS in each LSG in Round I and Round II</p>
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									of VIS (Creation of working commissions on VIS development , Analysis of the programme of the social-economic development and prioritization of the services) Year 2, Q 1: The 16 LSGs (Round II) completed 33 % of tasks of VIS
1.6 Number of LSGs that practice participatory and improved budget procedures	Number (by raion, by size of LSG)	4	16	22	0	6	22		The training on "Issues of organization and conduction of public budget hearings and civic budget development " and public hearings on budget conducted in Q 2, Y2.

1.7 Number of LSGs with service-oriented Aiyl Kenesh (AK)/City Kenesh (CK) committees	Number (by raion)	8	9	16	0	0	9		The measurement for this indicator will started in Q 3, after the approval of the Visible Improvement strategies
1.8 Number of LSGs with increased own source revenues	Number (by LSG, raion, type of revenue)	N/A	N/A	N/A	N/A	N/A	N/A	Measurement in Year 3	
1.9 Number of forums on local government strengthening supported by CAMI	Number (by raion)	2	2	2	0	1	3	The first forum was conducted on March 30, 2018 the second forum in September	
Project Intermediate Result 2: Increased LSG legitimacy as defined by improved community engagement, responsiveness, and accountability with respect to devolved functions and services									
2.1 Number of LSGs with improved legitimacy scores, based on LSGPAT		4	10	16	N/A	N/A	N/A	Measured on annual basis	
2.2 Average percentage increase in LSG legitimacy scores, based on LSGPAT		3%	9.6%	9%	N/A	N/A	N/A	Measured on annual basis	
2.3 Number of citizen charters launched by CAMI support;	Number (by LSG, raion, service)	4	4	22	0	0	4		The activities are in progress, the expert conducted the consultations on charters with LSGs, public dialogues/meetings will be conducted in Q 2
2.4 Number of public dialogues held by LSGs with participation of community, conducted directly with CAMI support	Number (by LSG, raion)	32	32	128	16	50	98	16 public dialogues were conducted in 16 LSGs in Q 1, Y 2 50 public dialogues on Budget, chart	

								ers and VIS issues were conducted in 32 LSGs in Q2, Y2	
2.5 Number of people attending the local mechanisms established or improved with the support of CAMI for citizen involvement	Number (by LSG, gender, age, organization)	640	1,258	2,400	452	3,252	4,962	Q 1: The 452 people participated in public dialogues, out of them (155 female, 297 male) Q2: The 3,252 people participated in public dialogues, out of them (1,232 female, 2,020 male)	
2.6 Number of LSGs with public outreach strategies, launched by CAMI support	Number (by raion)	4	4	22	0	0	4		The activities on this indicator are in progress
Project Intermediate Result 3: Furthering and sustaining indigenous Kyrgyzstan LSG support capabilities that are competent and able to provide on-going assistance to communities and their leadership									
3.1 Number of resources developed or improved with CAMI support to strengthen LSG performance and build sustainability	Number (by LSG, type of mechanism)	8	23	44	2	8	33	Y2, Q 1 1. PEA Report 2. Regulation for Calculating Costs for Solid Waste Collection and Removal Y2, Q 2 8 Visible Improvement Strategies	Based on PEA round table, which was conducted by CAMI project for the government officials and LSG participants, and feedback, the PEA analysis could be a tool of development state policy. Conclusions of the Political Economy Analysis used in the draft State Program for the

									Development of Local Governments in KR, 2018-2022
3.2 Post-activity mechanism for LSG assistance and support established		N/A	N/A	N/A	N/A	N/A	N/A	Measurement in Year 4	

PERSONNEL AND RECRUITMENT

The performance evaluation of CAMI staff members continued in this quarter. To date, most employee contracts were updated.

Administration

During this quarter, the Administration Team conducted an annual inventory and renewed contracts for CAMI vendors.

The team secured work permit and work visa W 1 extension for CAMI Chief of Party Robert Bodo and renewed obligatory medical insurance for CAMI employees.

All fiscal reports were submitted on time and CAMI does not have any debts towards local authorities' bodies.

ANTICIPATED ACTIVITIES IN THE NEXT QUARTER

In the next quarter, the project team will focus on the following activities:

Table 4: Anticipated Activities in Quarter 3, Year 2

	Task	Estimated
A. Project Launch Activities		
LSG Performance Assessment		
A3.3	Conduct LSGPAT in Round III partner LSG for baseline	Q3, Y2
LSG Site and Service Selection—Identification of Second Group of Target LSGs		
A4.3	Finalize selection of partner LSGs (Round III) with USAID (May 2018) Month 20 as in proposal	
A4.4	Meet officials in partner LSGs to confirm selection and discuss activities	
Outcome 1: Increasing LSG Effectiveness		
1.1 Increasing Staff Competency and Capacity		
1.1.2 a	Build core capacities for visible service performance	Q3, Y2
	Conduct 2 cluster trainings on developing standards of the additional register of services RII	Q3, Y2
	Conduct 2 cluster trainings on services cost calculation	Q3, Y2
	Conduct 2 cluster trainings on M&E	Q3, Y2
	Conduct 2 cluster trainings on tenders and contracting	The trainings conducted in Q2 Y2
	Conduct 2 cluster trainings on the Budget Code, planning oversight, and tax administration (Round 2)	The trainings conducted in Q2 Y2
	Conduct 2 cluster trainings on investment attraction and PPP (Round 2)	Q3, Y2
1.1.2 b	Roaming technical specialists assist LSGs in planning, budgeting, service management, and oversight related to selected service	Q3, Y2
	Develop the standards of additional register of services and approve by AK decision	Q3, Y2

	Develop the Regulation on methodology of cost calculation for services and approve by AK decision	Q3, Y2
	Develop tariffs for services and approve by AK decision (Round 2)	Q3, Y2
	Develop the Regulation on M&E and approve by AK decision (Round 2)	Q3, Y2
	Develop the Regulation on procedures of tenders (including sample agreements) and approve by decision of AK	Q3, Y2
	Develop the Program on asset management and approve by AK decision (Round 1)	Q3, Y2
1.3 Advanced Financially Sustainable, Local Solutions		
1.3.1 Maximize Own Source Revenue		Q3, Y2
	Provide coaching on Asset Management	Q3, Y2
1.3.2 LSG Investment Strategy		Q3, Y2
	Develop the Investment Strategy	Q3, Y2
Outcome 2: Increasing LSG Legitimacy		
2.1 Strengthening Stakeholders' Engagement in LSG Planning and Execution		
2.1.1 b	Institutionalize stakeholder engagement in planning, resourcing, service managing, and oversight	Q3, Y2
	Create M&E groups and approve by decision of Head of AO RII	Q3, Y2
2.1.1 c	Assist LSGs to update citizen charters to insert decisions concerning public service delivery	Q3, Y2
	Conduct village meetings to CSOs on discussion of citizen charters	Q3, Y2
	Conduct the meeting of the Standing Committee of AK	Q3, Y2
2.1.2.a) Support to AK on conducting public hearings, including engaging women and minorities		Q3, Y2
	Conduct training on organizing public hearings on budget	Q3, Y2
	Develop the Code of Ethics for AK deputies and approve by AK decision	Q3, Y2
2.1.2.b) Conduct trainings on combating and preventing corruption to LSGs, representatives of Working Commissions		Q3, Y2
	Conduct training on combating and preventing corruption	Q3, Y2
2.1.3	Support for citizen monitoring; launch SMS citizen feedback mechanism	Q3, Y2
	Conduct information campaign to promote the Mobile feedback mechanism	Q3, Y2
	Launch the Mobile feedback mechanism	Q3, Y2
2.2 Reconciling Community Expectations with LSG Resources		
2.2.1	Access community expectation gap	Q3, Y2
	Conduct baseline legitimacy survey for Round III LSGs	Q3, Y2
2.2.2	Strengthen LSG public outreach, "proactive disclosure" of information, and partnerships with CSOs to help shrink community expectation gap	Q3, Y2
	Develop the Communication Strategy and approve by Head of AO decision	Q3, Y2
Outcome 3: Furthering Indigenous Kyrgyzstani LSG Support Capabilities		
Output 3.2 Promoting New and Existing Products, Services, and Practices		
3.2.1	Introduce new and expanded usage of existing products, services, and practices	Q3, Y2
	Publish best practices in "Municipalitet" magazine	Q3, Y2
	Conduct 2 domestic study tours	The 1-st study tour was conducted in Q2, Y2
3.3 Ensuring a Post-Activity Mechanism for LSG Assistance and Support		
3.3.2	Option 2- Competition. Model for the post-activity mechanism selected and launched	Q3, Y2

	Conduct regular meetings of the Post-Activity Mechanism	Q3, Y2
3.4 Advancing Readily Achievable Reforms of the Government of the Kyrgyz Republic to Improve LSG's Effectiveness		
3.4.1	Political Economy Analysis	Q3, Y2
	Update the annual Political Economy Analysis	Q3, Y2
	Present the updated annual Political Economy Analysis to stakeholders	Q3, Y2
3.4.2	Support to LSG strengthening reforms via forums	Q3, Y2
	Conduct 4 discussion, including one in PEA format with key national and local partners / stakeholders	Q3, Y2
Contractual Project Deliverables		
	Y2 Q3 Quarterly report (April-June 2018)	30-Jul-18

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